State of Utah Certified Public Manager Program

CPM

State of Utah
Certified Public
Manager Program

Leaders in Public Management
Vision Oriented • Mission Directed • Value Driven

2003
ANNUAL REPORT

Sponsored by the Utah Department of Human Resource Management in partnership with the Utah System of Higher Education

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STATE OF UTAH
CERTIFIED PUBLIC MANAGER TRAINING PROGRAM
ANNUAL REPORT 2003

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ADMINISTRATION:

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Commissioner of Higher Education
Utah System of Higher Education

James N. West
Director, Recruitment, Training and Development Division
Utah Department of Human Resource Management

Jean Mills-Barber, CPM
Human Resources Director / CPM Director
Utah Department of Human Resource Management

SUBMITTED TO:

National Certified Public Manager Consortium
by
State of Utah
Department of Human Resource Management

I. ADMINISTRATION INFORMATION

A. Agency(s) Responsible For Program Administration:

> Utah Department of Human Resource Management
> Utah System of Higher Education

B. Name, Title of Program Director

> Jean Mills-Barber, CPM
> HR Director / CPM Program Director
> Utah Department of Human Resource Management

C. Program Dates
1. Date program began: August 1987
2. Date of Accreditation: 1989
3. Re-accreditations: 1994; 1999

D. Authorization
> Executive Proclamation - August 11, 1987
> Executive Proclamation - May 30, 1995

E. Funding Sources/Amounts (Note any changes)
> The program is funded through tuition paid by the participants or their agencies. The fee is $650.00 per course for locations in the metropolitan Salt Lake Area and $750.00 for areas outside that parameter. It is the intent of the State of Utah and the Department of Human Resource Management to have this program be self-supporting.

F. Program Staff
> Three (3) part time administrators
> One (1) part time staff member
> Three (3) full time contract instructors
> Four (4) part time instructors or presenters

> Names and Titles are as follows:

> *Administration:*

James N. West, Director, Recruitment, Training and Development Division
Jean Mills-Barber, HR Director / CPM Director
John J. Acker Jr., Training Coordinator / CPM Coordinator

Staff:
May Chanthapannha, HR Technician

Contract Instructors:
Joan L. Burnside, Ph.D.
      Independent Management Consultant
Jill Carter, MPA
      Independent Management Consultant
Ronald Vandermyde, BS
      Independent Management Consultant

Part-Time Instructors or Presenters:
Craig Moody
      Independent Management/Legislative Consultant
Larry Simpson
      Utah State Division of Finance
Mike Sanders
      Utah State Division of Risk Management
Jamie Momberger
      Utah State Office of Legislative Research & General Counsel

G. Administrative Structure

    The program is administered by the Department of Human Resource Management. The Executive Director of the Department, J. Kim Christensen, reports directly to the Governor. The CPM program is administered under the Division of Recruitment, Training and Development, James N. West, Director. Jean Mills-Barber is the CPM Director reporting to James West. The Coordinator of the program is John J. Acker Jr. May Chanthapannha, HR, Technician, provides administrative support.

    The Utah System of Higher Education is the program's educational partner. Richard E. Kendall, Commissioner of Higher Education and Chief Executive Officer of the Board of Regents, represents the System. Gary S. Wixom, Assistant Commissioner, also represents Higher Education at CPM events. The partnership with Higher Education provides access to all nine institutions of higher learning for instructors as well as curriculum development.

H. Administrative Changes During Past Year
   May Chanthapannha replaced Sharon Foard as support staff for the CPM program.

I. Policy Changes During Past Year
   - A policy was enacted to classify Course 3 projects as "protected" documents, with limited distribution. This was enacted to protect the sensitive nature and rights of original research found in project documentation.
   - A policy was crafted to clarify that it is the students' responsibility to obtain a project for the Course 3 practicum. In previous practice, students relied exclusively on the program to supply practicum opportunities.
   - Changes were made to the cancellation policy to state: Cancellations at least 72 hours prior to the first class will be refunded 100%. Cancellations less than 72 hours prior to the first class and withdrawals prior to the second class will be refunded 50%. Withdrawals made after the start of the second class will not be refunded. Agencies may substitute individuals from their agency in place of canceling students without additional fee.

II. SESSION/PARTICIPANT INFORMATION

A. Sessions
   CPM in Utah is taught in 3 separate courses. The courses are titled 1, 2 and 3. Course 1 and 2 may be taken in either order, but must be completed prior to participating in Course 3. In 2003, the following number of sessions were offered:

   1. Course 1
      8 sessions 100 hours (12 eight hour days)

   2. Course 2
      5 sessions 100 hours (12 eight hour days)

   3. Course 3
      5 sessions 100 hours (12 eight hour days)

Total Sessions in 2002	15	Total Hours	1500
Total Sessions in 2003	18	Total Hours	1800
Increase in Sessions from 2002	3	Total Hours	300
Increase in Sessions (percentage)	20%		

EXHIBIT A

Certified Public Manager Participation Information
2003

Level	Total Participants	Number Graduated	Female Graduates (%of Total Graduates)	Male Graduates (% of Total Graduates)
Course 1	174	170	85 (50%)	85 (50%)
Course 2	114	114	64 (56.1%)	50 (43.9%)
Course 3	103	101	44 (43.6%)	57(56.4%)
	391	385	193 (50.1 %)	192 (49.9 %)

* Increase over last year: 100 participants (35%)

   B. Projects

   Team projects are required for Course 3. 14 projects were completed by these teams in 2003. In the previous year 8 projects were completed. This represents a 75% increase.

   C. Examinations

   Each of the three courses requires participants to pass one examination and to complete one paper. All participants who completed an exam (385) passed.

III. DEMOGRAPHICS

   A. Participant Numbers
       (See Exhibit A)
       *Note: data on percentages of minority and disabled participants was not gathered. However, ADA accommodations were requested and granted for 5 participants.

   B. Graduates
       The current three-course format was initiated in Fall 1996
       1. Total number of graduates of first two levels
            Course 1 Fall 1996- Fall 2003: 1170

Course 2 Fall 1996-Fall 2003: 827

2. Number of graduates of first two levels in 2003
Course 1: 170
Course 2: 114
3. Percentage increase from 2002:
Course 1: 13.3%
Course 2: 9.1%
4. Total number of Course 3 CPM graduates:
a. 1996-2002 (current curriculum): 517
b. 1989-1995: 189
c. total graduates in history: 706
5. Number of CPM graduates 2003: 101
6. Percentage increase from 2002: 94.2%

C.   Participant Sources

EXHIBIT B
Participant Percentages by Public Entity

	1994-2003 (ten year period)	2003
Percentage from State	92%	91.7%
Percentage from Counties	1.6%	.5%
Percentage from Cities	3.2%	2.3%
Percentage from Federal	.9%	0.3%
Percentage from Other	2.2%	5.2%
Number of new agencies		3

IV. PROGRAM INFORMATION

A.   **Program design or curriculum changes introduced during the year**
Changes were introduced to Course 1 curriculum in the area of "work contracting". The requirement of the "Tony" practicum was discontinued. The "Tony" was a video-taped role play in which students demonstrated their ability to perform twelve steps in a contracting meeting. Student feedback revealed that the "Tony" had become a right-of-passage that was rarely integrated into the workplace in the rigid twelve-step form. Nevertheless, students reported that the underlying principles were among the most valuable in the course. Instructors were given flexibility to test performance in other ways. Emphasis was placed on

integration of work contracting skills in the workplace and flexibility was permitted to allow students ability to adapt the steps to their particular work environment. Curtailing the Tony also reduced the burden on human resources needed for the exercise.

B.   **Program delivery changes introduced during the year**
An additional guest presenter on the subject of Legislative Process, Jamie Momberger, was added. Mike Sanders, the presenter on the subject of Risk Management, discontinued his service at the conclusion of Fall Quarter.

C.   **Special Events held during the year**
1. *Annual graduation ceremony:* Held July 31, 2003. 99 graduates, the largest graduating class in Utah CPM history, were designated Certified Public Managers. The ceremony was attended by the Governor's Chief of Staff, a representative from Higher Education, agency directors, President and President-elect of the Utah CPM Society, CPM administrators and instructors, friends, families, managers, and colleagues of the graduates.

2. *5th Annual Managers Conference:* Held May 15, 2003. The State Department of Human Resource management and the Utah CPM Society co-sponsor an annual management development conference. This collaborative effort is organized by a committee consisting of equal representation from Department of Human Resource Management and the Utah CPM Society. This year's conference title was "Threading the Needle: Motivating & Managing in Tight Times", consisting of a half-day presentation and an afternoon panel discussion with Lt. Governor Olene Walker and several members of the Governor's Cabinet Council. There were 218 attendees.

3. *Utah State Manager of the Year Award:* The Department of Human Resource Management together with the Utah CPM Society conduct a nomination and selection process, then formally present the award. In 2003, the award was presented by Lt. Governor Olene Walker in the State Capitol Gold Room.

D.   **Summary of evaluation methods and results during the year**

1. Student Evaluations
For each course, students are evaluated through a written exam, a written paper, and a practicum experience. Course 3 students also present the findings of their

practicum project in an evaluated oral presentation to the chartering client, guests, and the instructor.

2. Program Evaluations

Participants complete an individual reaction evaluation at the conclusion of each course. A Likert scale with a three-point range is used. Students are also asked to record specific narrative feedback in space provided. These evaluations were reviewed by CPM instructors, the coordinator and director. These evaluations are used to gather data on participants' feelings regarding aspects of:

- the course
- the instructor
- the guest presenter(s)

The results indicate that the course is well received. There were numerous criticisms regarding the course manuals, indicating need for revision. All three instructors were rated highly. Evaluations on our guest presenters show average to high ratings.

V. FUTURE GOALS

In the spring and summer of 2003, the Utah CPM Program engaged in a curriculum review study and future goal assessment. The following were identified as key goals. Some of these have been or are currently being addressed.

- **Establish a formalized periodic review.** A more formal annual (coinciding with the annual report) self-audit needed to be built into the program's governing policies and procedures to keep the program current and in line with new developments. The review was placed into the program's policies and procedures, and the first one has been started. It will conclude in a presentation at the end of April 2004. The review includes examination of curriculum, administrative objectives, instruction and measures/impacts.
- **Redefine focus on competencies and learning outcomes.** The program needs to focus on building managerial competencies rather than emphasizing subjects and producing content material. Nine fields or constructs of managerial competencies were identified. Specific outcomes will be identified as expectations which students are to achieve. Instructors will develop their own course materials, approaches, and evaluation methods to assure these outcomes are achieved.
- **Conduct a transition from the current format to the new format.** There should be a period of overlap between the current program and the proposed program. This will allow people who are currently participating to complete under the older design.

- **Develop a system of awarding elective, specialized or alternative credits.** The CPM program must identify ways to integrate CPM with the training efforts of other governmental agencies in Utah. Carefully evaluated and selected courses offered elsewhere could be recognized by credit as complimentary parts to the CPM program. This would hinge on a system of core credits. The CPM program should focus on providing courses that are broadly applicable to all government agencies. These courses would define the core of CPM. Overly specialized and specific subjects should be separated from the core. These subject areas could be offered by agencies or as short courses. An efficient and comprehensive system will be needed to manage the logistics of a more complex delivery format and larger size program.
- **Use instructors as specialists rather than generalists.** The practice of having one instructor deliver an entire part of the program should be discontinued. The teaching assignments of each instructor should be based on their areas of expertise. Class schedules should be designed to accommodate this approach.
- **Expand marketing to counties and cities.** In order for the CPM program to become the premiere management training program for public managers in the state of Utah, an aggressive marketing initiative must be implemented over an extended period of time to capture audiences outside state government.
- **Obtain or devise distance learning mechanisms to reach the rural population.** In order to make CPM available statewide, new technologies, formats or mechanisms will be needed. The program will need to stay flexible in structure to adapt to rural needs.
- **Create post-CPM workplace applications and measurement tools.** There is a need for job behavior evaluation strategies and follow-up after students graduate from the program. This may be a useful means of determining the degree to which graduates of the program actually apply the principles learned from attending the courses and the extent to which they are allowed to do so. Evaluation tools should be developed for students as well as their supervisors. Mechanisms should be developed to collect measures.

VI. PROGRAM STRENGTHS

- The program is a "best buy", maintaining the lowest cost of any CPM Program. This factor has contributed to steady and increasing enrollment during fiscally tight years in government.   The program has edged out many private-sector management development programs, which   participants report have not been able to provide a program of comparable caliber at a
    comparable price.
- Excellent instructors have contributed to a strong reputation for CPM throughout the State. Instructors are diverse, experienced, and well-esteemed by current and former students. Selecting instructors through a competitive proposal process has reinforced the reputation of the program by adding multiple perspectives and approaches to the curriculum.

- A healthy relationship with the Utah Society of Certified Public Managers, including reciprocal liaisons and joint ventures, has created goodwill to promote the program and support the continuing success and development of graduates. Alumni of the program are found among the greatest promoters.

- Program administrators take a proactive approach and philosophy to continuous improvement, which assures that the program progresses and responds to new demands and trends.

- The program provides participants with practical skills that can be immediately applied to their work setting. Additionally, participants have the opportunity to apply skills in a "real life" practicum.

- A new instructor selection process has been implemented with a focus on proven competence in teaching adults, managerial/consulting experiences, academic training in management and administration, and knowledge of theories and practices of adult education and training. This process establishes high standards for instructor selection allowing for greater instructor autonomy. It also allows for better utilization of the strengths of each instructor.

EXHIBIT C

CPM Participants by Organization
1994-2003 (ten year period)

Organizations	94	95	96	97	98	99	00	01	02	03	Total
Administrative Services	12	9	1	35	42	32	18	9	18	26	202
Alcohol & Beverage	0	8	14	38	12	10	10	16	1	2	111
Agriculture	7	5	13	27	10	8	9	13	3	2	97
Attorney General	1	0	0	0	1	0	0	0	0	1	3
Auditor	0	3	0	0	0	0	0	0	0	1	4
Carbon Co. Sheriff's Dept.	0	0	0	0	1	0	0	0	0	0	1
City and County	0	0	1	20	0	0	0	0	0	0	21
Commerce	1	0	0	0	2	0	2	2	1	2	10
Community Action	0	0	0	0	0	0	0	1	0	0	1
Community & Econ. Dev.	1	0	0	11	5	6	21	21	18	11	94
Corrections	1	2	8	14	1	3	11	15	8	18	81
Courts	2	2	2	0	0	0	0	0	1	0	7
CCPA	0	1	0	0	0	0	0	0	0	0	1
Crime Victims Reparation	0	0	0	0	0	0	0	0	0	1	1
Criminal & Juvenile Justice	0	0	0	0	0	0	0	1	0	1	2
Davis County Library	0	1	1	2	0	0	0	0	0	0	4
Federal Government	0	0	2	2	3	8	9	0	1	1	26
Health Policy Commission	0	0	0	0	0	0	1	0	0	0	1
Human Resource Manage.	0	2	8	7	13	7	1	4	7	13	62
Education	6	3	24	26	12	10	15	3	14	12	125
Environmental Quality	1	2	5	4	8	1	1	3	2	6	33
Financial Institutions	0	0	0	0	1	0	0	0	0	0	1
Governors/Lt Gov's Office	0	0	0	0	0	1	2	0	4	4	11
Health	4	8	82	30	20	9	10	6	9	16	194
Health Policy Commission	0	0	0	0	0	2	0	0	0	0	2
Human Services	11	6	24	74	16	9	1	3	1	4	149
Insurance	0	0	0	0	3	0	3	1	0	3	10
Iron County	0	0	0	0	0	1	0	0	0	0	1
Kearns City	0	0	0	0	0	0	0	0	0	1	1
Labor Commission	2	0	0	1	0	0	1	0	0	1	5
Layton City	0	0	0	0	0	0	0	0	0	6	1
Legislative Printing	0	0	0	0	0	0	1	0	0	0	1
Local Boards of Health	0	0	8	1	0	0	0	0	0	0	9
Murray City	0	0	0	0	1	0	0	0	0	0	1
Natural Resources	22	25	24	44	20	63	37	30	48	42	355
No. Eastern Counseling Cntr.	0	0	0	0	0	1	1	0	0	0	2
Office of Recovery Svcs.	0	0	0	0	0	0	0	0	1	4	5
Ogden Area CAP	0	0	0	0	0	0	1	1	0	0	2
Public Employ. Health Plan	0	0	0	0	0	0	0	2	0	0	2
Public Safety	14	16	17	39	23	35	14	15	25	32	230
Public Service Commission	0	0	8	0	0	0	0	0	0	0	8
Rehabilitation	0	0	0	0	0	0	0	5	17	24	46
Retirement	4	0	0	0	0	0	0	0	0	0	4
Roosevelt City	0	0	0	0	0	3	5	0	0	0	8
S.L. Airport Authority	0	0	0	0	0	3	3	2	0	0	8
SLC Housing Authority	0	0	0	0	0	0	0	0	1	6	7
Schools for the Deaf & Blind	1	6	1	2	0	0	0	0	0	0	10
Sevier County Sheriff	0	0	0	0	0	0	0	0	3	0	3
St. George City	0	0	0	0	0	1	0	0	0	0	1

EXHIBIT C - Continued

Organizations	94	95	96	97	98	99	00	01	02	03	Total
Tax Commission	6	13	29	48	23	21	26	33	17	16	232
Transportation	5	6	8	13	17	17	15	14	34	42	171
Trust Lands S & I	2	0	0	1	1	0	0	0	0	0	4
Valley ER Comm. Cntr	0	0	0	0	0	0	1	3	5	2	11
Weber Co. Assess. Office	0	2	0	0	0	0	0	0	0	0	2
Weber County Library	0	0	2	0	0	0	0	0	0	0	2
Weber State University	0	0	0	0	1	0	0	0	0	0	1
West Jordan Fire Dept.	0	0	0	0	1	0	0	2	3	2	8
West Valley City	0	0	0	0	34	15	0	0	0	0	49
Workforce Services	8	1	8	10	28	46	41	32	64	72	310
Other (private/ no indication)	0	0	0	0	20	0	0	7	1	14	46
Totals	111	122	285	449	316	315	260	244	307	388	2797